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Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

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Strategic plan

Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013, including operational activities in 2013

Report of the Under-Secretary-General/Executive Director

Summary

The progress report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) on the strategic plan, 2011-2013, is presented for consideration to the Executive Board, in accordance with paragraph 9 of its decision 2011/3, of 30 June 2011, and includes a report on operational activities in 2013, as requested by the Board in its decision 2014/1 of 20 January 2014.

The Executive Board may wish to welcome and endorse the report.

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I. Introduction

1. The objective of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) since its establishment has been to build upon the foundations of its predecessor entities in order to create an organization that truly reflects the ambition of the General Assembly, the aspirations of civil society and the demands and expectations of women and girls, boys and men, around the world. While doing so, it has achieved results that respond to the imperative for and urgency of the struggle for gender equality.

2. In 2013, the Entity demonstrated its ability to achieve results to advance gender equality. Milestones during 2013 included the arrival of a new Under-Secretary-General/Executive Director and approval of a new strategic plan, 2014-2017 (UNW/2013/6); the end of a three-year establishment phase and the realization of a new regional architecture for UN-Women in the field; the successful articulation of the Entity's role in supporting progress at the normative level during the fifty-seventh session of the Commission on the Status of Women and in discussions on the post-2015 development agenda, peace and security and climate change; further consolidation of the inter-agency coordination role of UN-Women; measurable and unambiguous improvements in organizational efficiency; and important and tangible positive impacts on the lives of women and girls in some 90 countries around the world.

3. The present report is the final report on the implementation of the strategic plan, 2011-2013. It contains information on how UN-Women has responded to the recommendations of the General Assembly, in its resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system. The General Assembly, in that resolution, reiterated the mandate of UN-Women to lead the United Nations system on gender equality, and to leverage the potential of that system as a whole. The Assembly also expressed support for UN-Women efforts to strengthen further the links between its operational, normative and coordination roles, which are central to the Entity's unique mandate.

4. UN-Women delivered some $133 million in country programmes in 2013, an implementation rate of 88 per cent overall of budgeted activities, reflecting the highest programme delivery since the Entity's establishment. This was made possible by significant improvements in business processes, which provided a basis throughout 2013 to focus the organization's improvement efforts increasingly from internal efficiency to normative, coordination and operational results. The results spanned all aspects of the Entity's mandate, from facilitating a successful fifty-seventh session of the Commission on the Status of Women, to leading the first reporting cycle for the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, to results at the country level, where UN-Women supported 24 countries in their incorporation of priorities and budgets on gender equality and women's empowerment into national planning instruments, 19 countries in their adoption of strengthened legislation addressing violence against women and girls, and the emergence of a new generation of gender-responsive mediation, with greater numbers of women at the negotiating table in peacebuilding contexts and acting as United Nations mediators. UN-Women also broke new ground in engaging with humanitarian organizations, from working with the Inter-Agency Standing Committee on humanitarian response, to interventions on

the ground, such as providing assistance for Syrian women and girl refugees in the Zaatari refugee camp in Jordan.

5. The new structures and ways of working established in 2012 and 2013, including major decentralization and increased capacity in the field, delivered results across all regions where UN-Women implements its programmes. In the Arab States, UN-Women promoted implementation of the conclusions of fifty-seventh session of the Commission on the Status of Women, supporting national efforts to address violence against women in Egypt and Palestine through innovations such as the "Safe Cities" programme, or working with national police forces. In Africa, UN-Women supported increases in women's representation in parliaments in various countries, including Cameroon, Kenya and Zimbabwe, and was a key partner in supporting Malawi's Gender Equality Act, which makes the rights contained in the Convention on the Elimination of All Forms of Discrimination against Women applicable in domestic courts. It supported incorporation of gender elements into Sudan's household survey for the first time, and played a leading role in establishing a quota of 35 per cent for the recruitment of women into the Burundi police force, a move aimed at helping, inter alia, to better serve Burundi's women, particularly with regard to addressing gender-based violence. In Senegal, UN-Women supported the Government in the preparation of the new nationality code, granting the same citizenship rights to women and men and correcting the injustices towards women contained in the previous law.

6. In the Americas and the Caribbean, UN-Women contributed to the achievement of significant policy changes, such as supporting 6.2 million domestic workers in Brazil to achieve legal equality in labour rights for the first time through a constitutional amendment and enabling 7,000 indigenous women in Guatemala to obtain identification cards, thereby allowing them to vote. It worked with partners to ensure that some 400,000 women survivors of violence accessed services in El Salvador, and 22,000 judicial actors were trained on combating violence against women in Argentina. In the Europe and Central Asia region, UN-Women supported changes in legislation, such as Bosnia and Herzegovina's ratification of the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence; and also supported women's economic empowerment through the adoption and scaling-up, with national resources, of a "one-stop shop" model in the Republic of Moldova for the provision of services and information for women and girls in rural areas.

7. In the Asia and Pacific region, UN-Women supported the Commission on the Promotion and Protection of the Rights of Women and Children of the Association of Southeast Asian Nations (ASEAN) in implementing regional priorities on ending violence against women and children. In particular, UN-Women supported inclusive stakeholder dialogues and provided technical support in drafting the Declaration on the Elimination of Violence Against Women and Elimination of Violence Against Children in ASEAN, which was adopted by leaders at the twenty-third ASEAN summit, on 9 October 2013. In Afghanistan, joint advocacy by UN-Women with the gender equality movement helped prevent enforcement of an amendment to the Criminal Procedure Code which would have restricted family members from serving as witnesses, including in cases of domestic violence, and would therefore have undermined legal protection for women, since family members are often most likely to witness or participate in violence against women.

8. Across every region and every aspect of its mandate, UN-Women demonstrated in 2013 that while it lacks the resources to meet demand for support at country level, to the UN system, and to intergovernmental normative processes, where resources are made available its contribution to the efforts of governments and all partners is clear, impactful and relevant.

II. Normative, coordination and advocacy work and partnerships

A. Normative role

9. Gender equality, the empowerment of women and the human rights of women and girls received increased attention in intergovernmental processes in 2013, galvanized by expanded support from UN-Women, and resulting in significant improvements in the global normative framework. The fifty-seventh session of the Commission on the Status of Women was particularly critical in that it further strengthened commitments for the elimination and prevention of all forms of violence against women and girls (see E/2013/27-E/CN.6/2013/11, chap. I., sect. A). The Entity's substantive preparations for the session, including mobilization, alliance-building and technical support, including through regional platforms, were instrumental in enabling the adoption of the agreed conclusions, which now provides a strong basis for its follow-up through programmatic United Nations system coordination and partnership efforts. Information contained in this section includes reporting on priority area 6 of the strategic plan, 2011-2013.

10. The preparatory efforts by UN-Women also contributed to a conducive environment for the fifty-eighth session, held in 2014, where UN-Women contributed substantively, through advocacy and technical advice, and with evidence from its operational activities, to an outcome that represents a road map for accelerated achievement of the Millennium Development Goals for women and girls, and constitutes a strong basis for the post-2015 development agenda.

11. UN-Women also stepped up preparations for the review and appraisal of the implementation of the Beijing Declaration and Platform for Action and commemorative activities for the twentieth anniversary of the Fourth World Conference on Women. Building on resolutions of the Economic and Social Council and of the General Assembly, the Entity's activities encompass support for national preparations, collaboration with regional commissions and a comprehensive political and social mobilization strategy at the global level. UN-Women consistently stressed that the commemoration must lead to a strong political recommitment and reaccelerated implementation of gender equality commitments at all levels. The Entity effectively leveraged preparatory work for the review to identify gaps to be addressed through a stand-alone goal on gender equality and the empowerment of women in the post-2015 development agenda, together with the integration of a gender perspective and of targets and indicators into all goals.

12. Towards this end, UN-Women contributed to the proceedings of the Open Working Group of the General Assembly on Sustainable Development Goals. As part of the United Nations Technical Support Team, UN-Women has effectively presented the case for gender equality and women's empowerment both as an end in itself and as essential to sustainable development, building on the outcome of the

United Nations Conference on Sustainable Development (General Assembly 66/288, annex) where the entity played a well-recognized advocacy role. The Entity's evidence-based analysis[1] on a comprehensive, structurally transformative successor to Millennium Development Goal 3 informed considerations by Member States. These efforts resulted in progressively stronger endorsements for such a goal by the General Assembly, the Commission on the Status of Women and the Open Working Group itself.

13. UN-Women continued to support Member States through reports of the Secretary-General and with substantive expertise and support in the elaboration of resolutions during the sixty-eighth session of the General Assembly. This helped in achieving critical progress and in further strengthening the normative frameworks on such issues as: women in development (General Assembly resolution 68/227); violence against women migrant workers (resolution 68/137); improvement of the situation of women in rural areas (resolution 68/139); and on the follow-up to the Fourth World Conference on Women (resolution 68/140). UN-Women also provided technical support on gender equality issues and the use of gender-specific language in a range of resolutions, resulting in a higher number of resolutions incorporating gender perspectives.

14. The organization strengthened support to the Economic and Social Council on mainstreaming of gender perspectives into policies and programmes of the United Nations system, including in the Council's report on the topic (E/2013/71). The ministerial declaration adopted at the high-level segment of the Council, at its substantive session of 2013, on "Science, technology and innovation, and the potential of culture, for promoting sustainable development and achieving the Millennium Development Goals" was also enriched by technical inputs from UN-Women (E/HLS/2013/1).

15. Building on the decision on gender balance adopted by the eighteenth meeting of the Conference of the Parties to the United Nations Framework Convention on Climate Change (see FCCC/CP/2012/8/Add.3, decision 23/CP.18), UN-Women advanced the gender perspective at the nineteenth meeting of the Conference of the Parties, working with partners, including the Mary Robinson Foundation — Climate Justice, to support implementation. UN-Women also played its role as a global advocate on women's rights in the high-level meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities: the way forward, a disability-inclusive agenda towards 2015 and beyond, where the outcome document recognized the importance of a gender perspective (General Assembly resolution 68/3); and the fifth Tokyo International Conference on African Development, held in June 2013, where gender equality and women's full participation in and for Africa's development was highlighted.

16. Important advances were also made in the normative agenda on women's leadership and participation in peace and security processes. UN-Women played a key role in the work of the Security Council. On the basis of the report of the Secretary-General on the issue of women and peace and security (S/2013/525), the Security Council called for stronger actions to engage women in peace processes

[1] Available from www.unwomen.org/~/media/Headquarters/Attachments/Sections/Library/Publications/2013/10/UNWomen_post2015_positionpaper_English_final_web%20pdf.pdf.

and strengthened commitment to action on women, peace and security, as was subsequently reflected in its resolution 2122 (2013). The resolution reaffirmed gender equality and women's empowerment as "critical to efforts to maintain international peace and security", strengthening the language of resolution 1325 (2000) and building on other Council resolutions.

17. UN-Women follow-up and response to Member States in the area of women, peace and security will also be informed by general recommendation No. 30 of the Committee on the Elimination of Discrimination against Women, on women in conflict prevention, conflict and post-conflict situations (CEDAW/C/GC/30). Other normative gains include the declaration by the Peacebuilding Commission acknowledging the centrality of women's economic empowerment to effective peacebuilding (PBC/7/OC/3). The Arms Trade Treaty, adopted by the General Assembly in 2013 (see Assembly resolution 67/234 B), regulates international trade in conventional arms, and recognizes their role in acts of gender-based violence and violence against women and children. This supports the Entity's work with Member States on women's role in peace processes and strengthened reporting on efforts to engage women in conflict prevention, resolution and recovery.

B. Coordination role

18. Promoting greater coherence and accountability in the work of the United Nations system on gender equality and the empowerment of women is central to the Entity's mandate. In 2013 UN-Women prioritized alignment between its new strategic plan, 2014-17 and the provisions of General Assembly resolution 67/226 and entered into new partnerships with United Nations entities. The quadrennial comprehensive policy review of operational activities for development is central to the Entity's approach to coordination and to strengthening system-wide delivery on gender equality and women's empowerment. Throughout 2013, UN-Women contributed to timely follow-up to the resolution through the United Nations Development Group and its various mechanisms. This included contributing to an action plan on the implementation of resolution 67/226 and participating in the inter-agency team that developed a monitoring framework to help Member States assess progress by the United Nations development system in implementing the policy review. UN-Women also leveraged the Inter-Agency Network on Women and Gender Equality to facilitate joint advocacy and a coordinated approach in the run-up to critical intergovernmental processes and negotiations, including those relating to the post-2015 development agenda and the review of the Beijing Declaration and Platform for Action.

19. Strengthening coordination of gender-responsive operational activities at the country level remains a priority. In doing so, UN-Women leveraged the links between coordination and other dimensions of the Entity's mandate, and employed established performance assessment tools used by the United Nations country teams, such as gender scorecards used in implementing the System-wide Action Plan. For example, in Kenya, UN-Women ensured that recommendations from the gender scorecard informed the development of the 2014-2018 United Nations Development Assistance Framework, and that gender expertise was deployed for development of its results matrix, resulting in strong gender indicators across the framework.

20. UN-Women prioritized ensuring the availability of technical expertise for gender-sensitive programme management. For example, in Venezuela, UN-Women and the United Nations Development Programme (UNDP) trained United Nations staff in the integration of gender equality in the United Nations Development Assistance Framework as a key programming principle. Drawing on such experience, UN-Women worked within the Task Team on Gender Equality of the United Nations Development Group to develop a roster of United Nations gender experts, who will be available to country teams in order to ensure gender-responsive operational activities and better mainstream gender into Development Assistance Frameworks. According to the annual reports of the resident coordinators for 2013, 59 Development Assistance Frameworks included an outcome on gender equality, with 94 joint initiatives (including joint gender programmes) focusing on gender equality being implemented by two or more entities.

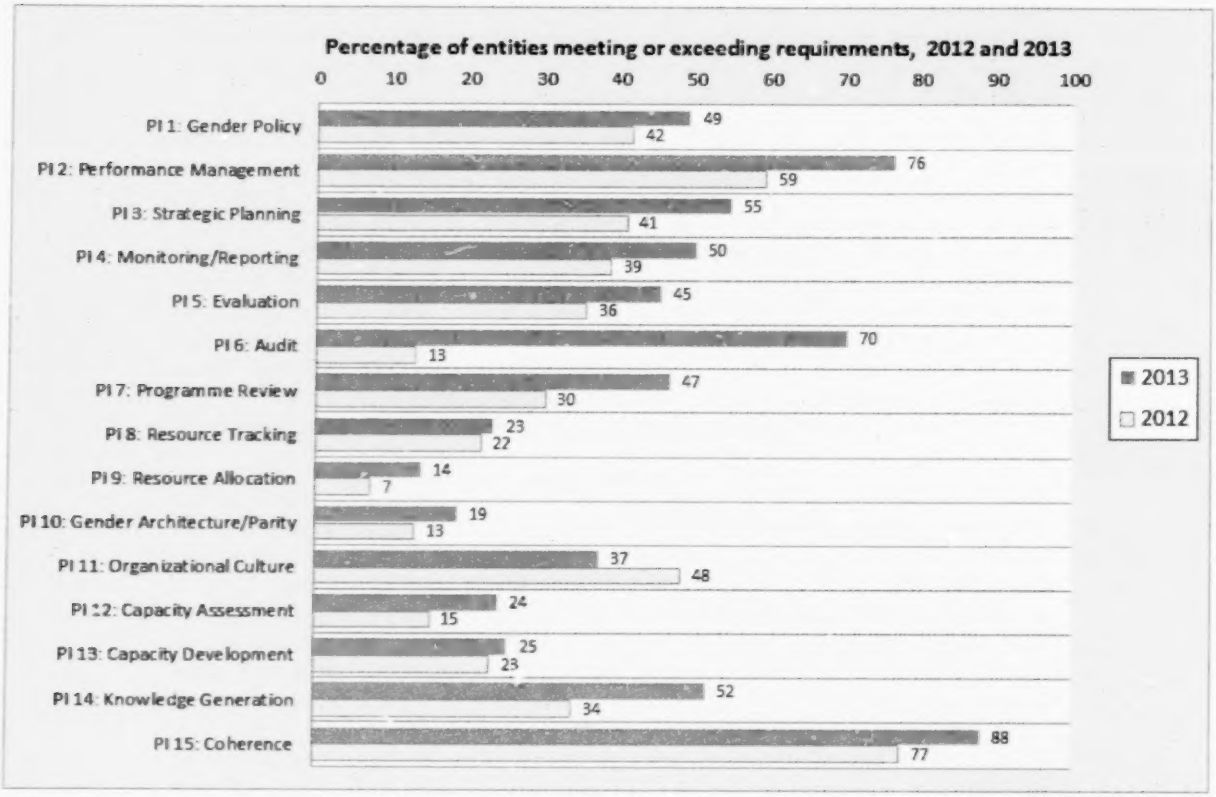
21. UN-Women also used innovative coordination practices. For example, within the "Delivering as one" approach of the Liberia country team, UN-Women led the development of a single framework on gender (the "One Gender Framework") which captures how United Nations programmes and interventions support social change for gender equality and empowerment of women. UN-Women supported the second generation of the "Delivering as one" initiative, including through efforts of the United Nations Development Group to finalize guidance for country teams that will roll out the standard operating procedures for the initiative. UN-Women also contributed to the plan of action of the United Nations Development Group, which contains 55 measures to be undertaken at the Headquarters level for accelerating progress towards United Nations coherence and supporting the second generation of the initiative.

22. Strengthening and collaborating with the resident coordinator system is key to UN-Women efforts to coordinate gender-responsive operational activities at the country level. There are currently 91 United Nations gender theme groups supporting the work of resident coordinators and country teams, and UN-Women leads or co-leads those theme groups, where it is present, and regularly provides support through regional offices, where it is not. UN-Women is a strong supporter of the cost-sharing modality of the United Nations Development Group for the functioning of the resident coordinator system and was among the first to sign a memorandum of understanding with UNDP and transfer funds accordingly. UN-Women also placed senior gender advisers within resident coordinator offices in some countries as an alternative to full country presence, a modality which worked well and was appreciated by resident coordinators and United Nations partners. UN-Women is also enhancing its participation in joint programmes with partner agencies at the country level and participating in programmes in areas including ending violence against women, strengthening gender perspectives in national planning, advancing women's economic empowerment and promoting conflict prevention and social cohesion.

23. UN-Women led the reporting process and supported the implementation by United Nations entities of the United Nations System-Wide Action Plan on Gender Equality and Women's Empowerment to accelerate gender mainstreaming in the United Nations system, including through dedicated workshops. 55 United Nations entities, departments and offices delivered their first reports in 2013, on the basis of which UN-Women created the first baseline of the United Nations system's work on gender equality and the empowerment of women (see figure I). The Entity also

prepared guidance on developing gender equality policies and strategies aligned with the System-wide Action Plan, and anticipates that most United Nations entities will have aligned their policies accordingly by 2017. UN-Women also led the development of measures endorsed by the Secretary-General to recruit, retain and advance more women in order to reach gender parity at all levels within the United Nations system.

Figure I
Baseline for System-wide Action Plan indicators



Abbreviation: PI, Performance indicator.

24. UN-Women secured the endorsement by the United Nations Development Group of the gender equality marker guidance note and supported gender mainstreaming across the system by convening an expert group meeting, resulting in an issues brief on strengthening linkages between normative and operational aspects of gender mainstreaming. UN-Women also contributed to the work of the Economic and Social Council in this area, providing input for the report of the Secretary-General on mainstreaming a gender perspective into all policies and programmes in the United Nations system (E/2013/71).

25. Responding to the request of the General Assembly, in its resolution 67/226, to collect, analyse and disseminate comparable data, disaggregated by sex and age, in a regular and systematic manner, UN-Women worked with the Inter-Agency and

Expert Group on Gender Statistics in developing the set of 52 minimum gender indicators as a guide for the production and compilation of gender statistics. The indicators were endorsed by the Statistical Commission and a public data platform was developed by the United Nations Statistics Division, in collaboration with agencies, including UN-Women. In addition, following agreement on the nine core indicators on violence against women by the Statistical Commission in 2013 the Statistics Division developed guidelines on how to measure violence against women and UN-Women began work with the Division, the World Bank and the United Nations Population Fund (UNFPA) on a new programme of work to ensure that clear baselines are in place on ending violence against women in time for implementation of the post-2015 development framework.

26. In line with the recommendations of the General Assembly, in its resolution 67/226, on the integration of regional dimensions, throughout 2013 UN-Women strengthened efforts for coordination and collaboration at the regional level, including with regional commissions, and reinforced efforts at the country level through the provision of technical advice, participation in regional inter-agency teams and technical support to the implementation of gender tools in-country, including the gender scorecard. Quality assurance for the integration of gender equality in United Nations common country programming processes was also provided through the Peer Support Group of the United Nations Development Group.

27. UN-Women managed the Secretary-General's campaign "UNiTE to End Violence against Women". The campaign galvanized the work of the United Nations system and built key partnerships to end violence against women and girls. The campaign also engaged men and boys and made use of influential male leaders to amplify campaign messages. Initiated and led by the campaign's Global UNiTE Youth Network, the campaign called for the twenty-fifth of every month to be recognizes as "Orange Day", whereby United Nations country offices and civil society organizations work to highlight ending violence against women and girls not only on 25 November (International Day for the Elimination of Violence against Women), but every month.

28. The Entity's contribution to the implementation of the unified budget, results and accountability framework of the Joint and Co-sponsored United Nations Programme on HIV and AIDS (UNAIDS) was approved by the Programme Coordinating Board of UNAIDS and UN-Women worked to integrate gender equality and women's rights into the joint response. As a co-sponsoring agency of UNAIDS, UN-Women supported the UNAIDS strategic framework and worked to ensure that HIV plans, policies, budgets and institutions respond to gender equality priorities.

C. Partnerships, communications, advocacy and cross-cutting approaches

29. Partnership is central to the Entity's mandate and approach to achieving results. During 2013, UN-Women expanded its partnerships in a number of new areas. Letters of agreement were concluded with three partners in the United Nations system (UNFPA, the World Food Programme (WFP) and the Office of the United Nations High Commissioner for Human Rights (OHCHR)). The agreements emphasized the importance of working together in intergovernmental and multilateral processes such as the review of the Beijing Declaration and Programme

of Action and the development of the post-2015 development agenda, and in programme countries.

30. UN-Women also entered into pro-bono agreements with two leading public relations firms. Ogilvy focused on developing the UN-Women brand identity and leadership outreach. Publicis Dallas developed an innovative online campaign in the lead-up to the review of the Beijing Declaration and Programme of Action, called "HeforShe", which focuses on engaging men as part of the movement for gender equality (further information available from http://heforshe.org).

31. UN-Women further enhanced its role as a trusted strategic partner for civil society in 2013. This was evident in the role that civil society played at fifty-seventh session of the Commission on the Status of Women in supporting UN-Women advocacy efforts with governments, and in civil society's support of and contribution to advocacy for a stand-alone gender equality goal in the post-2015 development agenda. UN-Women secured increased visibility and participation of women's non-governmental organizations in intergovernmental processes in 2013, including in the discussions on the post-2015 development agenda. Successful multi-stakeholder engagement was achieved through consultation and dialogue forums among Member States, women's non-governmental organizations and civil society organizations, notably during the fifty-seventh session of the Commission, the sixty-eighth session of the General Assembly and in the preparations for the fifty-eighth session of the Commission. This was widely recognized by Member States and civil society as adding value to intergovernmental policy processes.

32. The establishment of UN-Women civil society advisory groups continued in 2013 and those groups grew further into their role as partners for advocacy and greater synergies between normative, operational and coordination work. To date, 33 groups have been established (1 at the global level, 3 at the regional level, 3 at the multi-country level and 26 at the national level) and 7 more are currently being established. This also aligned UN-Women with guidance of the General Assembly, in resolution 67/226, on supporting links between national governments, the United Nations and civil society.

33. Communications and advocacy remained important in positioning the organization and furthering the objectives of the Strategic Plan, supporting UN-Women's efforts to foster a collaborative approach and build coalitions for gender equality and women's empowerment around the world. Innovative examples in 2013 included the COMMIT initiative, calling upon Member States to take concrete steps to end violence against women. This was launched ahead of the fifty-seventh session of the Commission on the Status of Women to generate momentum for the Commission's deliberations, with over 60 countries and the European Union announcing new policies and programmes, many of which UN-Women offices went on to support.

34. Communications also played a role in informing a global audience about the full spectrum of the organization's work. Outreach during the fifty-seventh session of the Commission led to dissemination of UN-Women messaging in leading media outlets in at least 50 countries and reached 28 million unique users on social media. In conducting its communications efforts, UN-Women drew on an online audience that grew from 320,000 to 880,000 social media followers and on a global media database that saw an expansion from 1,600 to over 3,100 vetted contacts globally. UN-Women also launched its website, with content in English, French and Spanish

(www.unwomen.org), attracting over 200,000 unique visitors per month. In line with the Entity's coordination mandate, WomenWatch, the online aggregation of gender-related news from across the United Nations system (www.un.org/womenwatch), attracted 175,000 unique visitors and grew its Twitter audience from 23,000 to 46,000 followers.

35. On International Women's Day 2013, the song "One Woman", recorded by more than 25 international artists with support from Microsoft, was launched, reaching a global online audience of 30 million and featuring on prime international media outlets. The multiple award-winning advertising campaign "Auto-complete Truth", designed on a pro bono basis by Memac Ogilvy in Dubai, United Arab Emirates, contributed to global debate on women's rights, resulting in over 500 reports in leading television, print and online media globally, with 550 million media impressions and reaching an estimated 70 million users on Twitter alone. "Orange Your World in 16 Days", a campaign running from the International Day for the Elimination of Violence against Women (25 November) to Human Rights Day (10 December) was covered in 1,500 news articles and reached at least 54 million users on social media.

D. Support of normative frameworks

36. UN-Women remained guided by a human rights-based approach, focusing on addressing inequality, promoting participation and supporting mechanisms for accountability. The Entity supported implementation of the Convention on the Elimination of All Forms of Discrimination against Women, including support for capacity development on the Convention and women's human rights for government officials, gender advocates and other stakeholders. Support was provided to States parties for reporting to the Committee on the Elimination of Discrimination against Women (including to Ecuador, Liberia and Timor-Leste), in preparing for the constructive dialogue with the Committee (including to Afghanistan, Cambodia and Tajikistan), and for implementation of the Committee's concluding observations (including to Indonesia, Mexico and Samoa). Support was also provided in connection with preparation of civil society "shadow" reports (including in Cambodia, Serbia and Tajikistan), as well as for United Nations country team reports submitted to the Committee (concerning Afghanistan, Cambodia and Tajikistan). UN-Women also supported activities to promote ratification of the Convention, in South Sudan. UN-Women provided technical and other support to the Committee in its work on elaborating general recommendations.

37. UN-Women worked with mechanisms of the Human Rights Council during 2013, including the Working Group on the issue of discrimination against women in law and in practice, the Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence and the Special Rapporteur on extreme poverty and human rights. The Chair of the Working Group on the issue of discrimination against women in law and in practice participated in an expert group meeting organized by UN-Women and OHCHR, which resulted in a joint publication, entitled "Realizing women's rights to land and other productive resources". UN-Women participated in the consultations of the Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence with women in the Africa region, in order to ensure their needs and perspectives on transitional justice were heard, and supported an expert group meeting convened by

the Special Rapporteur on extreme poverty and human rights to contribute to her report on unpaid care work and women's human rights, which was submitted to the General Assembly at its sixty-eighth session (A/68/292). UN-Women also supported the report of the Special Rapporteur on violence against women, its causes and consequences on State responsibility for eliminating violence against women (A/HRC/23/49), and her two regional consultations in Central and South-Eastern Europe and in the Pacific Islands region.

E. Knowledge-sharing and South-South cooperation

38. In 2013, through its operational, normative and coordination roles, UN-Women continued to develop its role as a broker and hub of knowledge on gender equality. At the operational level, in addition to global initiatives such as the knowledge gateway for women's economic empowerment, UN-Women developed knowledge products in at least 44 programme countries and areas[2] in 2013. Results include improvements in evidence-based decision-making and programming, stronger advocacy and strengthened national capacities. Internal knowledge practices were strengthened, including through policy dialogues, the sharing of good practices and the inclusion of knowledge management strategies within programming for improved learning and documenting of results and lessons.

39. In keeping with the provisions of General Assembly resolution 67/226 and in recognition of the increased importance of South-South cooperation, UN-Women continued to strengthen its efforts to support South-South and triangular cooperation. In 2013 offices reported some 100 such initiatives, including bilateral exchanges and visits, region-wide efforts and activities across regions and all focus areas. Related results included the replication of successful initiatives, the development of joint positions and tools, the elaboration of guidelines, the building of capacities, and support for the implementation and use of methodologies, such as sharing of lessons learned regarding time-use survey methodologies between Algeria, Morocco and Tunisia. In keeping with resolution 67/226, UN-Women also continued to support the promotion and transfer of new and emerging technologies to programme countries and women and girls in particular, through active participation in the Working Group on Gender of the Broadband Commission, the process leading up to the 10-year review event of the World Summit on the Information Society, held in February 2013, and through country-level programming.

F. Capacity development

40. UN-Women recognizes capacity development and national ownership of gender equality and women's empowerment strategies as essential for the achievement of agreed results and adherence to commitments and norms. To that end, and in keeping with the guidance in General Assembly resolution 67/226 on strengthening operational

[2] Afghanistan, Albania, Bangladesh, Bhutan, Bolivia (Plurinational State of), Bosnia and Herzegovina, Burundi, Cambodia, China, Colombia, Ecuador, Egypt, El Salvador, Ethiopia, Fiji, Georgia, Haiti, Honduras, India, Iraq, Kenya, Kyrgyzstan, Mali, Mexico, Morocco, Mozambique, Namibia, Nepal, Pakistan, Paraguay, Rwanda, Samoa, Serbia, Solomon Islands, South Sudan, the former Yugoslav Republic of Macedonia, United Republic of Tanzania, Timor-Leste, Uganda, Ukraine, Uruguay and Viet Nam, State of Palestine and British Virgin Islands.

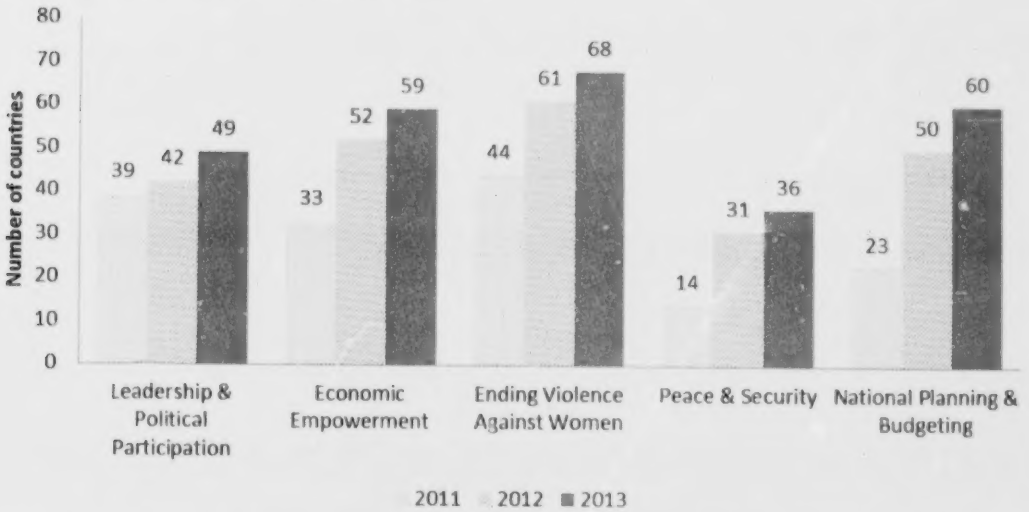
and normative linkages for greater sustainability, UN-Women programmes continued to incorporate capacity development priorities and approaches into their work, including through supporting effective national institutions, strategies and plans. For example, in Cambodia, UN-Women worked to develop Government capacities to design and lead participatory policy processes, with a particular emphasis on developing capacity for monitoring and evaluation. As a result, for the first time, a logical framework has been included in the National Action Plan on Violence Against Women. UN-Women identified the need to enhance its own capacity to meet demand for capacity development support, and is identifying ways to do so, including through the UN-Women Training Centre in Santo Domingo.

III. Programme results

A. Overview of indicator data

41. UN-Women is on track in 26 of 32 performance indicators in the strategic plan, 2011-2013, almost on track with 2 and is off track with 4. UN-Women delivered direct programme support in 96 countries in 2013. The overall support provided increased in all priority areas compared with 2012, based on reported results at the output level, with the largest areas of support focusing on ending violence against women and on national planning and budgeting and economic empowerment (see figure II).

Figure II
Output level results by country and by area



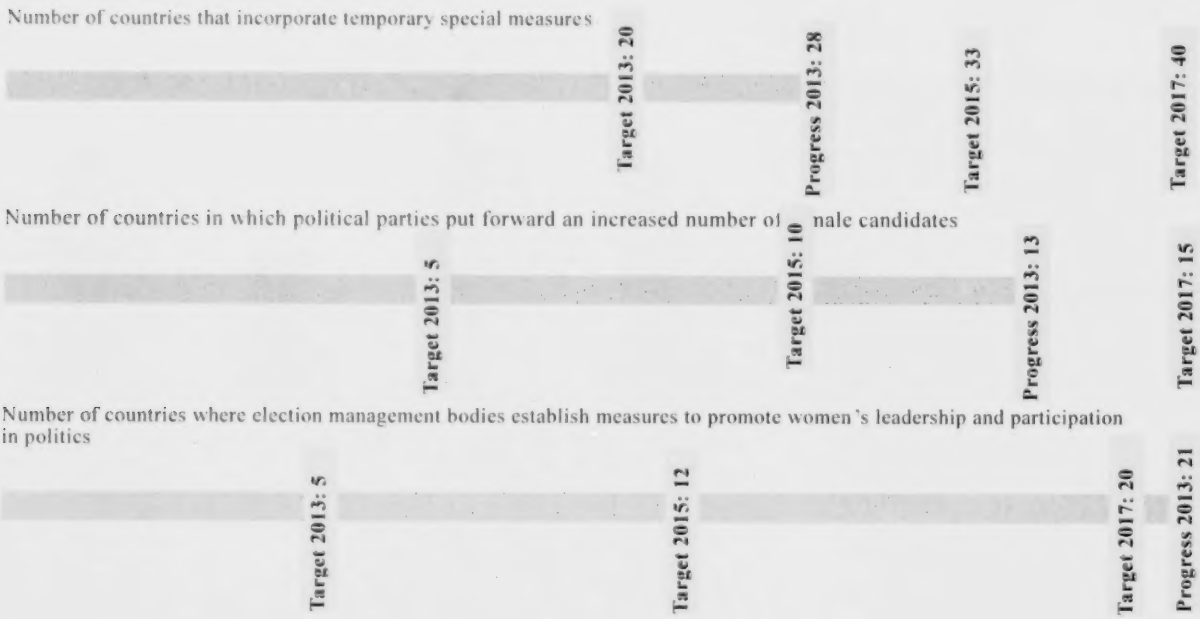
Note: Detailed information on results and expenditures is available from the 2013 UN-Women data companion, available from www.unwomen.org/~/media/Headquarters/Attachments/Sections/Executive%20Board/2014/DataCompanion-Final2013%20pdf.pdf.

B. Women's leadership and participation

42. In 2013, UN-Women supported women's participation and leadership in 71 countries. It is on track with all targets except "number of countries that put processes in place to ensure that marginalized women have the means to vote" where only 8 countries met the target. However another 5 countries are at an advanced stage of progress (see figure III).

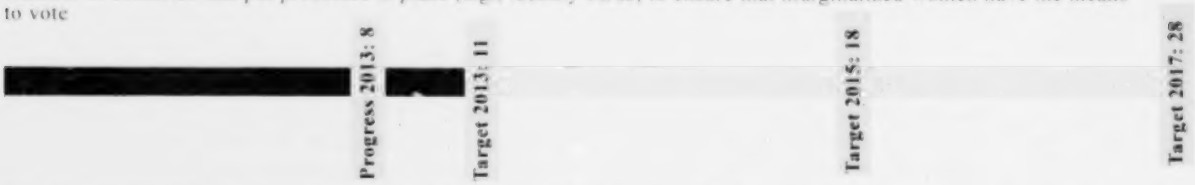
43. In promoting gender-responsive constitutional reforms and legal frameworks, UN-Women supported the introduction of measures and reforms to increase women's electoral and political participation and to support the enhanced capacity of parliaments and parliamentarians to deliver on gender-responsive legislative processes in 26 countries.[3] It also launched a new constitutional database, the first searchable database that looks at constitutions specifically through a gender lens. In Mexico, UN-Women was part of a multi-stakeholder effort to implement the recently adopted constitutional provisions establishing gender parity in political representation at the federal and local levels. In Zimbabwe, UN-Women and partners contributed to the inclusion of women's demands in the new constitution, including provisions on family law, non-discrimination, citizenship and representation in parliament. In Morocco, the Parliamentary Women's Caucus was established with UN-Women support and technical expertise. This has resulted in more gender-responsive legislation, including in the organic budget law.

Figure III
Progress on indicators for priority area 1

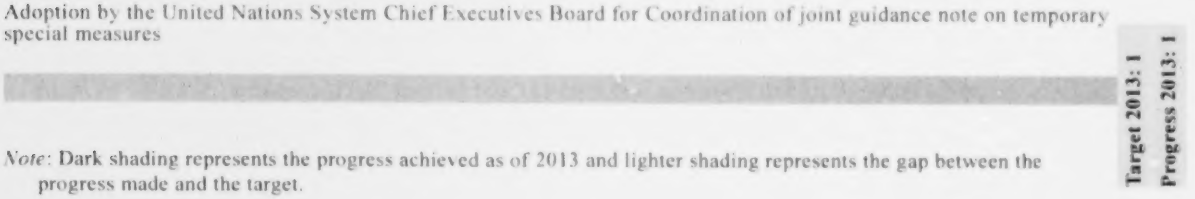

Number of countries that incorporate temporary special measures
Target 2013: 20
Progress 2013: 28
Target 2015: 33
Target 2017: 40
Number of countries in which political parties put forward an increased number of nale candidates
Target 2013: 5
Target 2015: 10
Progress 2013: 13
Target 2017: 15
Number of countries where election management bodies establish measures to promote women's leadership and participation in politics
Target 2013: 5
Target 2015: 12
Target 2017: 20
Progress 2013: 21

[3] Afghanistan, Albania, Bangladesh, Bolivia (Plurinational State of), Bosnia and Herzegovina, Brazil, China, Colombia, Egypt, El Salvador, Guatemala, Haiti, Jordan, Kenya, Mexico, Morocco, Pakistan, Rwanda, Senegal, Sierra Leone, Thailand, Turkey, Ukraine, United Republic of Tanzania, Vanuatu and Zimbabwe.

Number of countries that put processes in place (e.g., identity cards) to ensure that marginalized women have the means to vote



Adoption by the United Nations System Chief Executives Board for Coordination of joint guidance note on temporary special measures



Note: Dark shading represents the progress achieved as of 2013 and lighter shading represents the gap between the progress made and the target.

Legend:

	Off track	• Number of countries that put processes in place (e.g., identity cards) to ensure that marginalized women have the means to vote
	On track	• Number of countries in which political parties put forward an increased number of female candidates • Number of countries that incorporate temporary special measures • Number of countries where election management bodies establish measures to promote women's leadership and participation in politics • Adoption by the United Nations System Chief Executives Board for Coordination of joint guidance note on temporary special measures

Number of countries supported under priority area 1	*Programme expenses 2013 under priority area 1*
71	$39.4 million

44. Significant results were achieved in 12 countries[4] where UN-Women worked to advance gender equality in national electoral processes. UN-Women engagement involved support for gender-responsive electoral administration; capacity development of women as candidates and/or voters; and the promotion of gender-responsive voter registration and outreach. In Cameroon, UN-Women supported multi-stakeholders' efforts to integrate a gender equality perspective into electoral management and enhanced the capacities of aspiring women candidates, resulting in more gender-responsive electoral processes. The country saw an unprecedented increase of women in elected positions, with women taking 31 per cent of seats in the National Assembly. In Pakistan, UN-Women, working with partners, supported the Election Commission of Pakistan and the National Database and Registration Authority to adopt gender mainstreaming strategies, which included gender-responsive electoral management frameworks, guidance and provisions for collecting and reporting data disaggregated by gender. This directly contributed to a 38 per cent increase in the number of registered women voters, and subsequently, increased voter turnout among women in the 2013 general elections.

[4] Albania, Bangladesh, Bolivia (Plurinational State of), Cameroon, Democratic Republic of the Congo, Egypt, Kenya, Malawi, Mali, Mexico, Nigeria and Pakistan.

Fund for Gender Equality

The Fund for Gender Equality directly supports women-led civil society organizations and governmental agencies working on programmes that politically and economically empower women and girls. Through the Fund's competitive grant-making, UN-Women links directly to gender advocates and supports high-quality, relevant and sustainable programmes on the ground. In the past four years, the Fund has delivered $56.4 million to 96 grantee programmes in 72 countries. As a result, many women have experienced improvements in their living and work conditions, gained professional skills and economic opportunities and become elected leaders.

In 2013 the Fund's grantees achieved major results. For example, the All-China Women's Federation secured revisions to local electoral protocols for Hunan province, requiring village elections to include female candidates and women's participation in the management of village committees, thereby benefiting 27,500 women. In India, PRADAN in partnership with JAGORI supported the participation of 33,804 women from marginalized communities in local meeting spaces and supported 137 members of self-help groups in the Karanjia district of Orissa to run for 127 open seats, 88 of which (69%) were won by women. In Zimbabwe's Zambezi valley, more than 650 Binga women gained knowledge and skills to manufacture traditional crafts and baobab products and access to the kapenta fishing market through the Basilwizi Trust. These women in rural areas and from minority communities are now building on previous initiatives and forming their own self-help loan-savings groups, which enhance their access to just and sustainable financial resources.

45. UN-Women developed the capacities of women and gender equality advocates to organize themselves as a political constituency through knowledge generation, training and convening dialogue spaces, in 34 countries and areas.[5] For example, in Cambodia, in the lead up to the National Assembly elections in 2013, UN-Women supported the establishment of young women's cross-party political network, bringing together young female leaders to network and implement joint advocacy to increase young women's participation in politics.

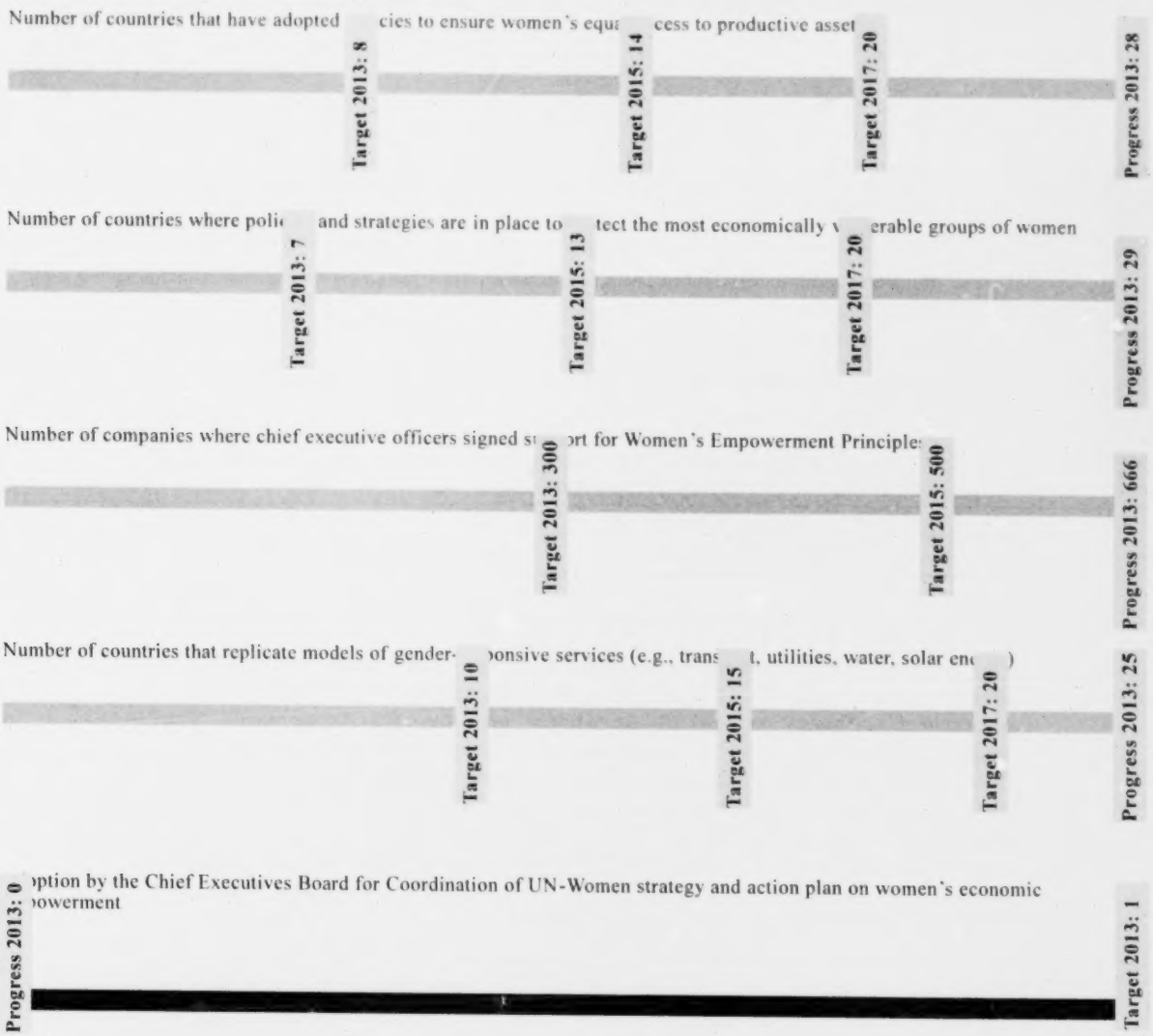
C. Increased access for women to economic empowerment opportunities

46. In 2013, UN-Women supported women's economic empowerment in 67 countries. It continued its efforts to protect the most economically vulnerable

[5] Albania, Bangladesh, Bolivia (Plurinational State of), Bosnia and Herzegovina, Cabo Verde, Cambodia, Cameroon, Colombia, Ecuador, Egypt, El Salvador, Fiji, Guinea-Bissau, Honduras, India, Jamaica, Jordan, Kenya, Mali, Moldova, Morocco, Namibia, Nepal, Rwanda, Somalia, Solomon Islands, Sudan, the former Yugoslav Republic of Macedonia, Timor-Leste, Tunisia, United Republic of Tanzania, Uruguay and Vanuatu, and State of Palestine.

groups of women by supporting partners in enhancing policies and implementing strategies in 17 countries[6] (see figure IV).

Figure IV
Progress on indicators for priority area 2


Number of countries that have adopted cies to ensure women's equa cess to productive asset
Target 2013: 8
Target 2015: 14
Target 2017: 20
Progress 2013: 28
Number of countries where poli and strategies are in place to tect the most economically v erable groups of women
Target 2013: 7
Target 2015: 13
Target 2017: 20
Progress 2013: 29
Number of companies where chief executive officers signed s ort for Women's Empowerment Principle
Target 2013: 300
Target 2015: 500
Progress 2013: 666
Number of countries that replicate models of gender- onsive services (e.g., trans t, utilities, water, solar en)
Target 2013: 10
Target 2015: 15
Target 2017: 20
Progress 2013: 25
Progress 2013: 0
option by the Chief Executives Board for Coordination of UN-Women strategy and action plan on women's economic owerment
Target 2013: 1

[6] In respect of equal access to productive assets: Albania, Bangladesh, Bolivia (Plurinational State of), Brazil, Ecuador, Jordan, Kyrgyzstan, Mexico, Morocco, Republic of Moldova, Rwanda, South Sudan and Timor-Leste. In respect of reforms for the most vulnerable: Cambodia, Grenada, Nigeria and United Republic of Tanzania.

Extent to which initiatives in the Global Migration Group Plan of Action and outcomes of the Global Forum on Migration and Development on empowering women migrant workers integrate a gender equality and empowerment of women perspective on migration

Legend:

	Off track	• Adoption by the Chief Executives Board for Coordination of UN-Women strategy and action plan on women's economic empowerment
	On track	• Number of countries that have adopted policies to ensure women's equal access to productive assets • Number of countries where policies and strategies are in place to protect the most economically vulnerable groups of women • Number of companies where chief executive officers signed support for Women's Empowerment Principles • Number of countries that replicate models of gender-responsive services (e.g., transport, utilities, water, solar energy) • Extent to which initiatives in the Global Migration Group Plan of Action and outcomes of the Global Forum on Migration and Development on empowering women migrant workers integrate a gender equality and empowerment of women perspective on migration

Number of countries supported under priority area 2	*Programme expense 2013 under priority area 2*
67	$37.4 million

47. In 2013, UN-Women moved to prioritize poverty eradication in line with its strategic vision in the area of women's economic empowerment and the quadrennial comprehensive policy review of operational activities for development. The organization met all targets in this priority area, except the adoption by the Chief Executives Board for Coordination of the UN-Women strategy and action-plan on women's economic empowerment which, despite significant progress, was not adopted in 2013. This is currently being renegotiated with relevant United Nations system agencies working on women's economic empowerment in order to avoid duplication in reporting on the implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women.

48. Recognizing the multiplier effect of investing in women and girls on productivity, efficiency and sustained and inclusive economic growth, UN-Women supported countries to mainstream gender in national development strategies and develop national capacity in this regard. For example, in partnership with the African Development Bank,[7] UN-Women undertook a statistical training to build skills for the Sudan Central Bureau of Statistics to integrate gender equality and women's empowerment in the national household survey questionnaire that is expected to inform the upcoming poverty reduction strategy paper. UN-Women, with others, supported the Government of Côte d'Ivoire in drafting a National

[7] Efforts are under way to identify additional countries suitable for such partnerships, such as Central African Republic, Mali and South Sudan.

Action Plan on Gender, which was informed by regional consultations led by UN-Women, including with civil society, government officials and gender equality advocates.

49. Leveraging its operational and intergovernmental roles, UN-Women contributed to the report of the Secretary-General on women in development (A/68/271), which provided Member States with recommendations on addressing the structural causes of women's exclusion and persistent poverty through improved access to decent work, social protection and addressing the issue of unpaid care work. Those recommendations were echoed in General Assembly resolution 68/227.

50. UN-Women provided technical support to the Global Migration Group for the policy dialogue on migration and development, which contributed towards the adoption of the Declaration of the High-level Dialogue on International Migration and Development (General Assembly resolution 68/4). The Declaration presented recommendations on addressing the situation of women migrants. UN-Women also contributed to the report of the Secretary-General on violence against women migrant workers, pursuant to General Assembly resolution 66/128, which provided Member States with specific recommendations on how to eliminate violence against women migrant workers (A/68/178). Those recommendations were addressed in General Assembly resolution 68/137.

51. UN-Women also continued to support gender mainstreaming into national policies on migration. In Paraguay for example, UN-Women strengthened the capacities of domestic workers' organizations in order to enable them to participate in the elaboration of the new Domestic Work Bill, submitted to Congress in 2013. In Cambodia, UN-Women supported the Government to strengthen the capacities of local authorities on gender and migration.

52. UN-Women also worked with Governments and gender equality advocates in 14 countries[8] to promote women's access and control over land, and other productive resources, and entrepreneurship training. In Jordan, UN-Women contributed through its advocacy initiative in cooperation with the Jordanian National Commission for Women and others to amend the 2010 Labour Law and ensure pay equity for women and a decent work environment to improve gender equality and women's empowerment in the workplace.

53. In the United Republic of Tanzania, UN-Women partnered with the Ministry of Industry and Trade in supporting the capacity development of civil servants on gender issues in order to enable them to identify interventions to address gender gaps in the sector policies, plans and budgets. This resulted in a review of national policies and of women's access to finance, aiming at enhancing economic opportunities and the social protection of women, especially in the informal sector. UN-Women also partnered with the private sector in six countries[9] to ensure that private enterprises commit to the Women's Empowerment Principles, resulting in 280 private enterprises adopting or considering adopting the Principles.

54. UN-Women launched the knowledge gateway for women's economic empowerment (available from www.empowerwomen.org) to help stakeholders

[8] Albania, Bangladesh, Bolivia (Plurinational State of), Brazil, Ecuador, Jordan, Kyrgyzstan, Mexico, Morocco, Republic of Moldova, Rwanda, South Sudan, Timor-Leste and United Republic of Tanzania.

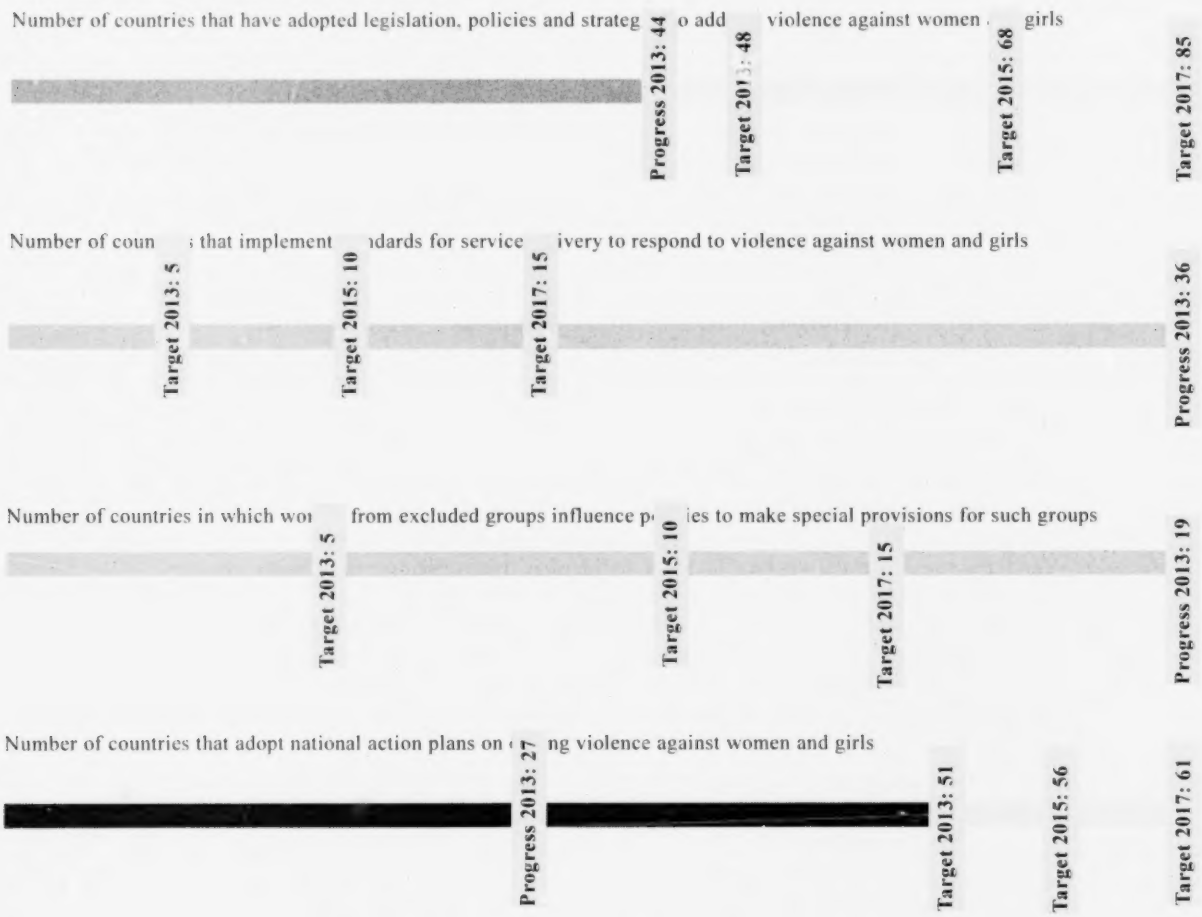
[9] Brazil (142 enterprises), China (11), Jordan (9), Nicaragua (14), Serbia (102) and Uzbekistan (2).

connect and share experience and expertise. The platform supports all stakeholders to come together as a global community to network and collaborate for women's economic empowerment. Since its launch it has had over 40,000 visitors from over 180 countries and more than 1,800 registered members, and has been widely recognized as an innovative and important new resource for gender equality and the work of advocates for women's rights. UN-Women also supported grass-roots women and men through a group of "Global community champions" from diverse countries and backgrounds, with a focus on exchange of experiences, learning and advocacy for women's economic empowerment.

D. Ending violence against women and girls

55. UN-Women provided support in 2013 to 85 countries in their efforts to end violence against women (see figure V).

Figure V
Progress on indicators for priority area 3


Number of countries that have adopted legislation, policies and strateg o add violence against women girls
Progress 2013: 44
Target 201 : 48
Target 2015: 68
Target 2017: 85
Number of coun that implement dards for service ivery to respond to violence against women and girls
Target 2013: 5
Target 2015: 10
Target 2017: 15
Progress 2013: 36
Number of countries in which wo from excluded groups influence p ies to make special provisions for such groups
Target 2013: 5
Target 2015: 10
Target 2017: 15
Progress 2013: 19
Number of countries that adopt national action plans on ng violence against women and girls
Progress 2013: 27
Target 2013: 51
Target 2015: 56
Target 2017: 61

Legend:

	Off track	• Number of countries that adopt national action plans on ending violence against women and girls
	Almost on track	• Number of countries that have adopted legislation, policies and strategies to address violence against women and girls
	On track	• Number of countries that implement standards for service delivery to respond to violence against women and girls • Number of countries in which women from excluded groups influence policies to make special provisions for such groups

Number of countries supported under priority area 3	*Programme expense 2013 under priority area 3*
85	$42.4 million

56. The success of the fifty-seventh session of the Commission on the Status of Women made 2013 another strong year for advancing international commitments on ending violence against women and girls. The global community reconfirmed the importance of addressing this grave human rights violation by agreeing to: strengthen legal and policy frameworks; take explicit actions to prevent violence; establish and enhance services for survivors; and improve the evidence-base for more effective interventions and to monitor progress over time. It is against this backdrop of renewed global commitment that UN-Women has continued to work at the global, regional and country levels with Member States, the United Nations family, women's groups and the private sector towards ending the epidemic of violence against women and girls.

57. In 2013, 19 countries,[10] with the support of UN-Women, adopted laws, policies and plans that provide the basis for action to be taken to prevent and respond to violence against women and girls. For example, in the Plurinational State of Bolivia, after 10 years of advocacy by the women's movement and with the support of UN-Women, the Comprehensive Law to Guarantee Women a Life Free of Violence was enacted, recognizing 16 forms of abuse, establishing new criminal offences and making provision for comprehensive prevention and response measures.

58. In 38 countries and areas,[11] UN-Women contributed to institutionalizing measures for eliminating violence against women, building capacity and improving coordination to expand access to health, justice, police and shelter services, and ensure fundamental responses to hold perpetrators accountable and provide better outcomes for survivors. For example, in the State of Palestine, UN-Women contributed to 10 fully functioning family protection units across the West Bank,

[10] Albania, Bhutan, Bolivia (Plurinational State of), China, Georgia, Indonesia, Iraq, Kenya, Kyrgyzstan, Malawi, Mexico, Nicaragua, Nigeria, Palau, Papua New Guinea, Samoa, Tajikistan, Tonga and Turkey.

[11] Afghanistan, Bangladesh, Bolivia (Plurinational State of), Bosnia and Herzegovina, Burundi, Cabo Verde, Cameroon, Colombia, Democratic Republic of the Congo, Ecuador, Egypt, El Salvador, Ethiopia, Fiji, Georgia, Guatemala, Haiti, Honduras, India, Kazakhstan, Kenya, Kiribati, Mali, Morocco, Nigeria, Papua New Guinea, Paraguay, Republic of Moldova, Senegal, Somalia, Tajikistan, the former Yugoslav Republic of Macedonia, Tunisia, Uganda, United Republic of Tanzania and Zimbabwe, State of Palestine and Kosovo.

resulting in a significant increase in the number of women reporting abuse in 2013, compared with previous years.

59. UN-Women did not meet the target set for the number of countries adopting national action plans on ending violence against women and girls. The target of 51 national action plans did not fully take into account that existing time-bound national action plans would end during that period, making it over-ambitious. Second-generation or successive plans are not often developed and launched without lengthy analysis, evaluation and stakeholder participation processes, resulting in gaps between the end of plans and the start of new plans. UN-Women is also working to address gaps in knowledge to inform comprehensive evidence-based programming that can effectively deliver results over time, often working with other United Nations agencies on eliminating violence against women, where joint programmes are extremely common. For example, in partnership with the United Nations Human Settlements Programme (UN-Habitat), the United Nations Children's Fund (UNICEF), UNDP, governments and over 50 international and local partners, UN-Women's "Safe Cities" initiative, spanning 17 cities in countries, developed model approaches to prevent and respond to sexual violence against women and girls in public places, for adaptation and scaling up. Highlights from 2013 included: a toll-free line created in Kigali to increase the reporting of sexual violence and harassment in public spaces; the establishment of vendors' associations in the Gordons and Gerehu markets of Port Moresby, with women representing 50 per cent of executive positions; the completion of 100 women safety audits, covering 25 areas in New Delhi and outreach to over 7,000 community members to raise awareness on the issue; and a new partnership with Microsoft to map "Access to and use of mobile phones to prevent, document and respond to sexual violence against women and girls" in Marrakech (Morocco), New Delhi and Rio de Janeiro (Brazil). Sakai (Japan) and Winnipeg (Canada) joined the initiative in 2013.

United Nations Trust Fund in Support of Actions to Eliminate Violence against Women

UN-Women manages the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women. The Trust Fund supports innovative approaches to prevent and respond to violence against women and girls. Since its creation by the General Assembly in 1996, the Trust Fund has supported 368 initiatives in 132 countries and territories. It currently supports 78 initiatives in 71 countries and territories, with grants totalling $56.8 million. In its seventeenth grant cycle, the Trust Fund awarded $8 million in 17 grants, covering 18 countries and territories.

For example, in Malawi, the Coalition of Women Living with HIV/AIDS is tackling both HIV/AIDS and gender-based violence at the community level. Through the participatory methodology "Stepping Stones", the project has engaged more than 40,000 women and men in 144 communities, generating a culture of equality, protection and respect among women and men. "Cases of men beating their wives no longer come before my court because people have learned [through the intervention of the Coalition] that such behaviour is uncalled for and falls within domestic violence, which is a crime. Couples are [now] open to

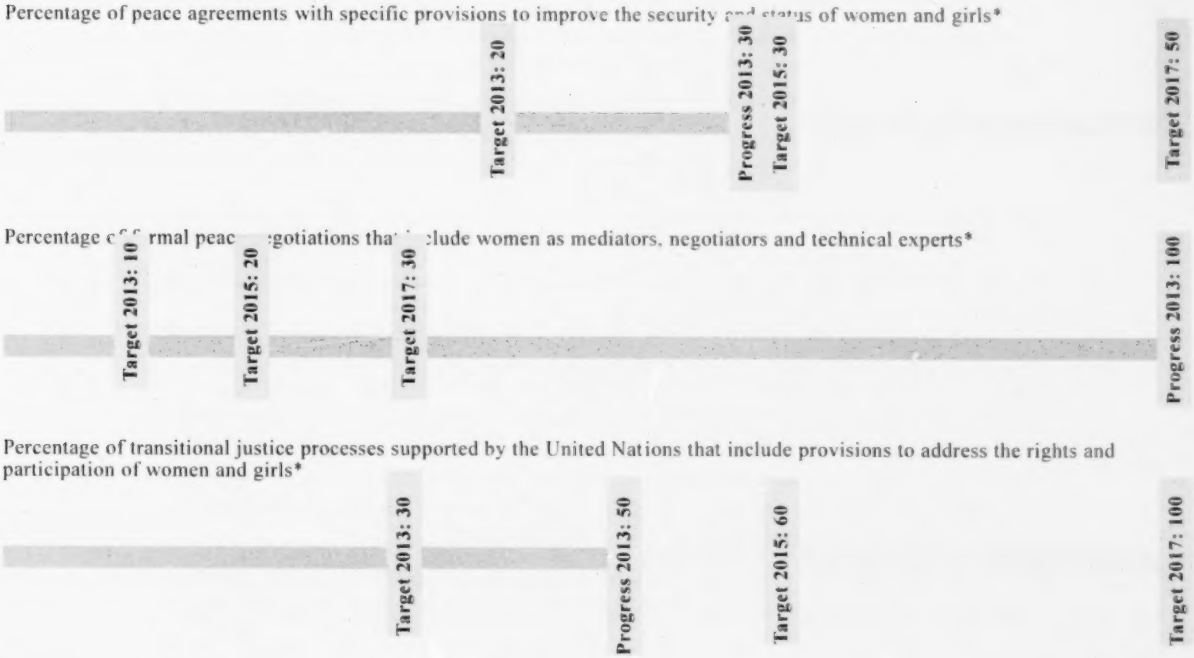
each other", according to a village chief who participated in the project. This initiative shows that, when owned and carried out by local women and men, sustained activities can decrease the social acceptability of violence against women and of discrimination against people living with HIV/AIDS.

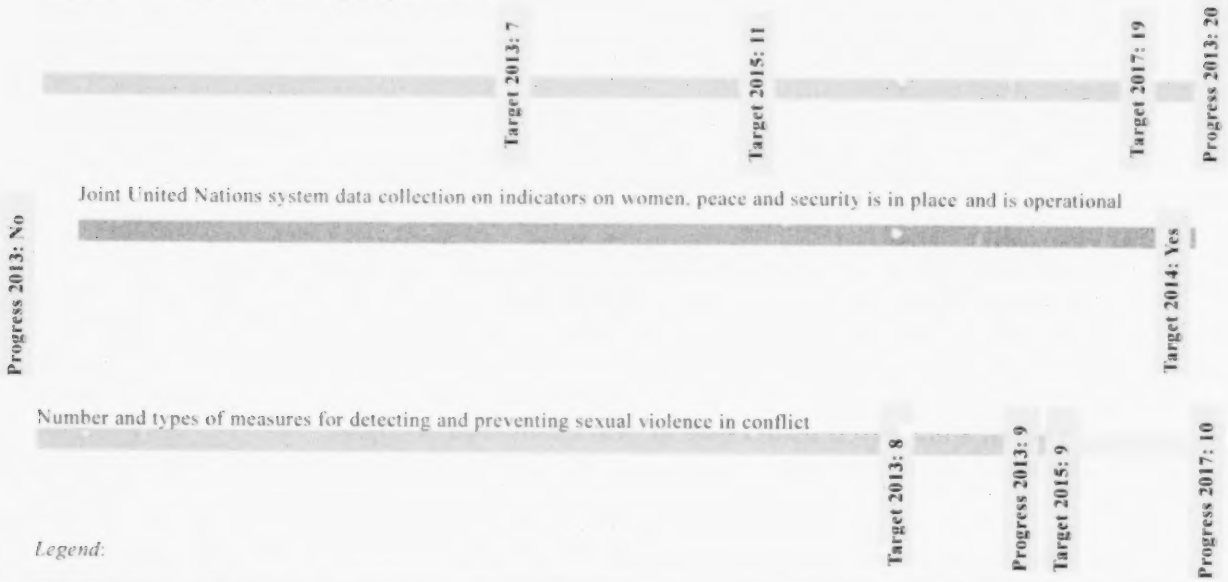
60. As highlighted by the first corporate thematic evaluation on violence against women, completed in 2013, UN-Women is uniquely positioned through its normative, operational and coordination mandate. As recommended by the evaluation, UN-Women is now working to maximize results by refining strategic priorities; strengthening monitoring, evaluation and knowledge practices; and leveraging partnerships, as the organization implements its new strategic plan, 2014-2017.

E. Women's increased leadership in peace and security and humanitarian response

61. In 2013, UN-Women worked on women's leadership in peace, security and humanitarian response in 37 countries and led the United Nations system on normative development and coordination at the global level. An extensive evaluation of UN-Women work from 2008 to 2012 found that the Entity has made a crucial contribution to shaping global policy on women, peace and security and developing innovative good practice in the field (for further information, see figure VI).

Figure VI
Progress on indicators for priority area 4


Percentage of peace agreements with specific provisions to improve the security and status of women and girls*
Target 2013: 20
Progress 2013: 30
Target 2015: 30
Target 2017: 50
Percentage of formal peace negotiations that include women as mediators, negotiators and technical experts*
Target 2013: 10
Target 2015: 20
Target 2017: 30
Progress 2013: 100
Percentage of transitional justice processes supported by the United Nations that include provisions to address the rights and participation of women and girls*
Target 2013: 30
Progress 2013: 50
Target 2015: 60
Target 2017: 100


Number of countries in which peace talks, recovery/peacebuilding planning processes and transitional justice processes incorporate demands of gender equality advocates
Target 2013: 7
Target 2015: 11
Target 2017: 19
Progress 2013: 20
Joint United Nations system data collection on indicators on women, peace and security is in place and is operational
Progress 2013: No
Target 2014: Yes
Number and types of measures for detecting and preventing sexual violence in conflict
Target 2013: 8
Progress 2013: 9
Target 2015: 9
Progress 2017: 10

Legend:

	Almost on track	• Joint United Nations system data collection on indicators on women, peace and security is in place and is operational
	On track	• Percentage of peace agreements with specific provisions to improve the security and status of women and girls*
		• Percentage of formal peace negotiations that include women as mediators, negotiators and technical experts*
		• Percentage of transitional justice processes supported by the United Nations that include provisions to address the rights and participation of women and girls*
		• Number of countries in which peace talks, recovery/peacebuilding planning processes and transitional justice processes incorporate demands of gender equality advocates
		• Number and types of measures for detecting and preventing sexual violence in conflict
		* Data from the report of the Secretary-General (S/2013/525).

Number of countries supported under priority area 4	*Programme expense 2013 under priority area 4*
37	$26.3 million

62. For example, every month at the Women and Girls Oasis in Jordan's Zaatari Refugee Camp, some 800 Syrian women and girls were given a safe space and support to participate actively in camp life and plan for their future. Legal clinics in Georgia provided free advice and protection to more than 3,400 individuals displaced by conflict. By facilitating regular interactions between women affected by conflict and government officials, they helped lower the proportion of women's cases that were rejected in court to only 4 per cent, and helped ensure that the majority were actually resolved in favour of the claimants.

63. 2013 was the first in which UN-Women provided high-level gender expertise to the United Nations system for the majority of peace and security processes. Such

support was provided to mediation teams and/or committees and Special Envoys, to United Nations country teams implementing the Secretary-General's seven-point action plan on gender-responsive peacebuilding (see A/65/354-S/2010/466), to commissions of inquiry and other accountability bodies. For example, the findings of both the independent international commission of inquiry on the Syrian Arab Republic and of the commission of inquiry on human rights in the Democratic People's Republic of Korea, included detailed and comprehensive information on sexual and gender-based crimes and the differential impact of all violations on women and girls. These findings, from specialized investigators deployed by UN-Women in collaboration with the Justice Rapid Response initiative,[12] were widely reported and brought to the attention of the Security Council and of the Human Rights Council. The success of such deployments has resulted in increased demand for such support, including from the International Criminal Court, national war crimes courts and United Nations fact-finding missions. As another example of the value of this support to the United Nations system, the Peacebuilding Fund's investment in the area of women and gender equality has increased significantly, and the share allocated to UN-Women has grown from approximately $500,000 in 2010 to over $8 million in 2013.

64. Despite real gains in strengthening women's participation in peace and security processes, women's participation in formal peace processes remains inadequate. However, in Colombia, the Government increased women's representation at peace talks in Havana, making two of their five negotiators women. UN-Women efforts in pursuit of this goal included technical briefings to the facilitators of the peace talks on the gender dimension of each aspect of the agenda for the talks, direct support to women's participation and voice in the country-wide regional consultations with civil society, compilation and analysis of women's priorities as articulated in such consultations, and the organization of a national women's summit, which assembled close to 500 women from all sectors and regions of Colombia. Agreements were subsequently made on the inclusion of a gender perspective in all the political participation aspects of the peace accord discussions, as well as the appointment of women negotiators.

65. In 2013 there was also deeper engagement in humanitarian action, from emergency response to disaster risk reduction and transitional contexts. Contributions from emergency funds to UN-Women increased by 66 per cent compared to 2012, and UN-Women hosted Gender advisers, in the framework of the Gender Standby Capacity, in Jordan, Kenya, Pakistan and the Philippines, where they built the capacity of the humanitarian country team and ensured that gender equality was consistently integrated into response strategies and programmes. In Tunisia, UN-Women engaged in the constitution-making process during the transition, which contributed to one of the most advanced constitutions in terms of women's rights in the region.

66. UN-Women further developed its position in the wider humanitarian system through co-chairing the Inter-Agency Standing Committee Sub-working Group on Gender and Humanitarian Action. UN-Women will continue scaling up its

[12] Justice Rapid Response is an intergovernmental facility that manages the rapid deployment of criminal justice professionals from a stand-by roster. These experts, coming from every region of the world, are specifically trained in the investigation of genocide, war crimes, crimes against humanity and serious violations of human rights.

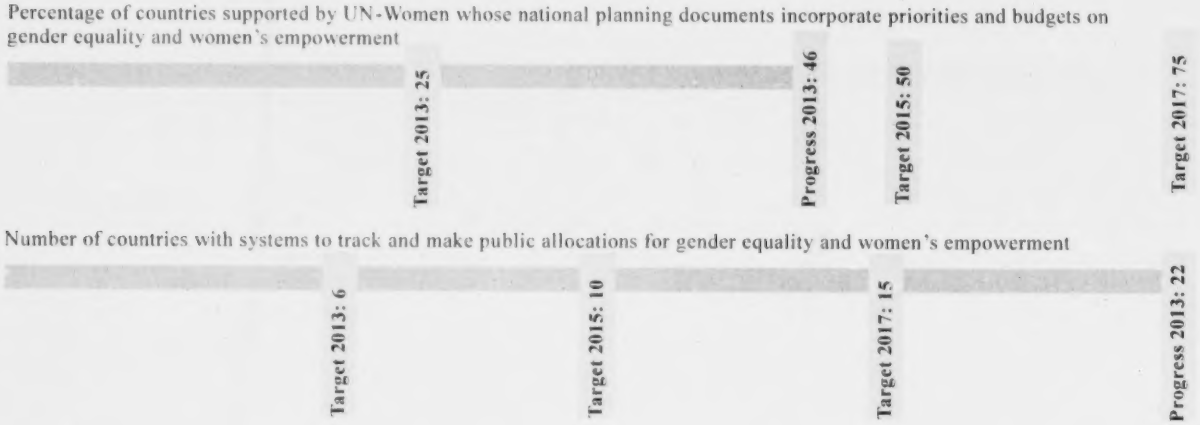
operational reach in this area, including through improving its capacity for a rapid response to both peace and security and emergency situations.

F. Strengthening the responsiveness of plans and budgets to gender equality

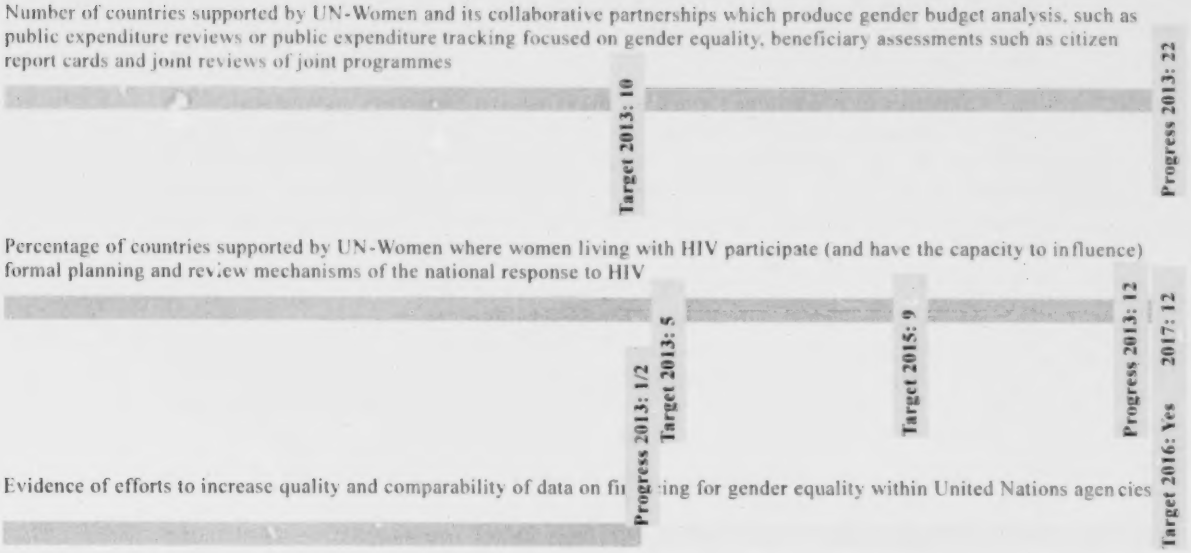
67. In 2013, UN-Women supported 65 countries to strengthen gender equality priorities in their national, sectoral and local development plans and budgets (see figure VII). For example, Nepal increased gender-responsive budget allocations from $877 million in 2012 to $1.13 billion in 2013, accounting for 21.75 per cent of the total budget. Furthermore, gender equality allocations in Nepal, as a percentage of the total budget, have increased at an annual rate of between 15 per cent and 16 per cent in recent years.

68. In 24 countries,[13] national planning documents incorporated priorities and budgets on gender equality and women's empowerment. Indonesia adopted a national strategy on gender-responsive budgeting, providing guidance and obligations for national and provincial governments to integrate such budgeting into annual budgets. In Mexico, the National Development Plan (2013-2018) integrated gender equality as a mainstream theme for the first time. In Kyrgyzstan, UN-Women contributed to the development of a gender responsive national action plan on sustainable development (2013-2017) to support implementation of the national sustainable development strategy 2013-2017.

Figure VII
Progress on indicators for priority area 5


Percentage of countries supported by UN-Women whose national planning documents incorporate priorities and budgets on gender equality and women's empowerment
Target 2013: 25
Progress 2013: 46
Target 2015: 50
Target 2017: 75
Number of countries with systems to track and make public allocations for gender equality and women's empowerment
Target 2013: 6
Target 2015: 10
Target 2017: 15
Progress 2013: 22

[13] Bangladesh, Bhutan, Ecuador, Indonesia, Jamaica, Kyrgyzstan, Malawi, Mali, Mexico, Morocco, Mozambique, Nicaragua, Philippines, Republic of Moldova, Rwanda, Senegal, Sierra Leone, South Sudan, Tajikistan, the former Yugoslav Republic of Macedonia, Timor-Leste, Uganda, Ukraine and Viet Nam.


Number of countries supported by UN-Women and its collaborative partnerships which produce gender budget analysis, such as public expenditure reviews or public expenditure tracking focused on gender equality, beneficiary assessments such as citizen report cards and joint reviews of joint programmes
Target 2013: 10
Progress 2013: 22
Percentage of countries supported by UN-Women where women living with HIV participate (and have the capacity to influence) formal planning and review mechanisms of the national response to HIV
Progress 2013: 1/2
Target 2013: 5
Target 2015: 9
Progress 2013: 12
Target 2016: Yes
2017: 12
Evidence of efforts to increase quality and comparability of data on fi ing for gender equality within United Nations agencies

Legend:

	On track	• Percentage of countries supported by UN-Women whose national planning documents incorporate priorities and budgets on gender equality and women's empowerment • Number of countries with systems to track and make public allocations for gender equality and women's empowerment • Number of countries supported by UN-Women and its collaborative partnerships which produce gender budget analysis, such as public expenditure reviews or public expenditure tracking focused on gender equality, beneficiary assessments such as citizen report cards and joint reviews of joint programmes • Percentage of countries supported by UN-Women where women living with HIV participate (and have the capacity to influence) formal planning and review mechanisms of the national response to HIV • Evidence of efforts to increase quality and comparability of data on financing for gender equality within United Nations agencies

Number of countries supported under priority area 5	*Programme expense 2013 under priority area 5*
65	$21 million

69. With UN-Women support, systems and tools to track and make public allocations for gender equality and the empowerment of women were strengthened in 19 countries.[14] In Ecuador, 125 additional government institutional budgets (from 659 in 2012 to 784 in 2014) registered resources for gender equality through the budget classifier developed by the Ministry of Finance. In the United Republic of

[14] Albania, Bangladesh, Bolivia (Plurinational State of), Bosnia and Herzegovina, Cambodia, Colombia, Ecuador, El Salvador, Georgia, Haiti, India, Iraq, Kyrgyzstan, Mozambique, Nepal, Uganda, Ukraine, United Republic of Tanzania and Viet Nam.

Tanzania, through dialogue with development partners, UN-Women supported the rapid gender analysis of the budget for 2013/2014, using these data to inform budget planning for 2014/2015.

70. Countries also continued work on planning and budgeting at the local level, with UN-Women support. In the former Yugoslav Republic of Macedonia, for the first time, the city of Skopje allocated resources from the administrative budget to strengthen the capacity of the newly elected officials on gender-responsive budgeting. In Ethiopia, in the administrative units where such budgeting has been implemented, women now take an active role in planning and budgeting, thereby contributing to gender-responsive service delivery.

71. At the global level, UN-Women continued efforts to strengthen capacity and accountability of partners to increase financing for gender equality, providing technical support for the design and implementation of the gender equality indicator of the monitoring framework of the Global Partnership for Effective Development Cooperation.

72. UN-Women also worked to strengthen political commitment for gender equality in the context of HIV and AIDS, as evidenced through a Declaration of Commitment by the Prime Minister of Jamaica. The capacity of national AIDS coordinating authorities was enhanced to develop and manage gender-responsive plans and UN-Women supported associations of women living with HIV in 10 countries[15] to provide leadership in shaping HIV policies, programmes and resource allocations through their participation in policymaking forums.

IV. Delivering for results

A. Data and statistics

73. UN-Women continued to emphasize the importance of gender-sensitive data and statistics. The Evidence and Data for Gender Equality Initiative, implemented by UN-Women, the Statistics Division and other partners, continued to generate comparable gender indicators on health, education, employment, entrepreneurship and asset ownership. In 2013, in collaboration with the World Bank, UN-Women and the Statistics Division developed plans to test different methods to measure asset ownership in regular household surveys. The first such experiment will take place in Uganda in 2014, in collaboration with the Uganda Bureau of Statistics. In addition, methodological work on entrepreneurship began in 2013. UN-Women worked with the Inter-Agency and Expert Group on Gender Statistics to improve the production of statistics on gender equality and women's empowerment and hosted the seventh annual meeting of the Group in September 2013. A database maintained by the Statistics Division, covering the minimum set of 52 gender indicators agreed upon by the Statistical Commission at its forty-fourth session, in 2013 (see E/2013/24-E/CN.3/2013/33, decision 44/109), is also being launched.

[15] Cambodia, Indonesia, Jamaica, Kenya, Morocco, Papua New Guinea, Rwanda, Tajikistan, Ukraine and Uzbekistan.

B. Institutionalizing a culture of results-based management, reporting and evaluation

74. A new strategic plan, 2014-2017, with a strengthened results framework, was approved in 2013 (see UNW/2013/11, decision 2013/5). Throughout the year the organization also worked to ensure improvements in the results logic of country-level planning commensurate with the improvement at the corporate level. UN-Women further strengthened quality assurance of results management in the organization and across all programmes, with every UN-Women programme submitting multi-year strategic note in 2013 that was reviewed by a peer review group made up of Directors or their alternates from all Divisions. The organization saw significant improvement in the quality of results management in these plans compared with previous years. Pursuant to General Assembly resolution 67/226, country office planning was further integrated with national planning through full alignment with the United Nations Development Assistance Framework. Country-level reporting was also strengthened and amended to align it with the quadrennial comprehensive policy review of operational activities for development and required reporting on thematic issues central to the review, such as South-South cooperation and capacity development.

75. The Evaluation Policy came into effect in January 2013 and a system to monitor its implementation was established, with key performance indicators reported to the Executive Board. In 2013, the implementation rate of planned evaluations was 82 per cent (55% completed and 27% ongoing). 100 per cent of completed reports were uploaded and made publicly available through the global accountability and tracking of evaluation use system. An external independent quality assessment rated 85 per cent of evaluation reports as "satisfactory" or better. Management responses were uploaded and made public through the global system for 78 per cent of completed evaluations.

76. To further strengthen the evaluation function, an Evaluation Advisory Committee was established, composed of independent evaluators representing different geographical areas and institutional backgrounds, senior evaluation experts from United Nations entities and Bretton Woods institutions and senior management of UN-Women. The committee reviewed the progress in implementing the evaluation policy and commended the Evaluation Office for its strategic planning work.

C. Mobilizing and leveraging adequate resources

77. Resources remained a challenge and discussions around the concept of "critical mass" in 2013, in line with the guidance of the General Assembly in its resolution 67/226, repeatedly drew attention to the need for more resources if UN-Women is to meet the expectations of stakeholders and deliver the strategic plan, 2014-2017. However, there was some strengthening of the partnership and resource base of the organization throughout the year, particularly after partners responded positively to both the substantive content of the strategic plan and the inclusive and consultative process that characterized its development.

78. Notwithstanding the necessity for more resources to fully implement the new strategic plan, UN-Women focused efforts in 2013 on widening and deepening its

partnership base. Underlying this strategy is the expectation that, as UN-Women demonstrates effectiveness and value over the coming months and years and communicates this with transparency and credibility to its broad base of partners, increased resources will follow as UN-Women will be seen as a trusted steward of resources and a valued collaborator around shared strategic interests. While UN-Women was unable to fully meet its resource mobilization targets, this strategy delivered the Entity's highest level of voluntary contributions received to date, amounting to $275.4 million (compared with $207.8 million in 2012), a 32.5 per cent increase on the resources mobilized in 2012. Total voluntary contributions for 2013 comprised $156.9 million for regular resources ($114.1 million in 2012), which are recognized by the General Assembly in its resolution 67/226 as fundamental for operational activities, and $118.5 million for other resources ($93.7 million in 2012), which included $1 million for the Fund for Gender Equality and $10.9 million for the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women.

79. Regular resources of $156.9 million raised in 2013 represented an increase of 37.5 per cent on 2012. The number of Governments contributing in 2013 increased to 129, an 11 per cent increase on the number of donors in 2012. In 2013, 18 governments increased their contributions, 12 became donors to UN-Women for the first time, 13 were returning donors who had provided resources in 2011 but not 2012, and 19 gave multi-year pledges. Donors who substantially increased their regular resource contributions in 2013 were Denmark, Finland, Sweden, Switzerland and the United Kingdom of Great Britain and Northern Ireland (representing $78.7 million or 50.7 per cent of total regular resources). Denmark, Finland and Sweden gave end-of-year contributions in 2013, for the first time exceeding $10 million or more. Seven donors contributed over $10 million to UN-Women regular resources in 2013. Adding to the number of donors contributing $10 million or more will be a key part of the resource mobilization strategy going forward.

80. Estimated regular and other resources received from the private sector in 2013 were $5.6 million, including $1.3 million from national committees for UN-Women. Other key partners include The Coca-Cola Company, Microsoft Corporation, Hewlett Foundation and Zonta International.

81. National committees for UN-Women continued to raise awareness for the Entity's mandate in their respective countries through their work, and also raised funds for UN-Women programmes. A new national committee for UN-Women was established in France. National committees also developed partnerships with private sector companies, both in terms of fundraising and promoting the Women's Empowerment Principles.

V. Organizational effectiveness and institution-building

82. The regional architecture, which defines the organization's global structure and corresponding funding requirements, was approved by the Executive Board in November 2012. Through 2013, the implementation of the regional architecture precipitated a new way of working for UN-Women, responding to the call by the General Assembly for higher-quality, more effective and cost-efficient support services in programme countries (resolution 67/226). Country offices were significantly strengthened and became better able to support national governments

and the United Nations system with increased staff, resources, training and delegation of authority.

83. Senior, experienced regional directors were appointed for each regional office, with authority to respond with resources to national and regional priorities. As day-to-day programme and operations management transitioned to regional offices, leaders and managers at headquarters increasingly focused on overall programme strategy and policies, monitoring and management. Organization-wide, critical business processes around operations, programme implementation and management were simplified. Six multi-country offices were established and the 15 existing subregional offices transitioned to regional, country or multi-country offices. By the end of 2013, UN-Women had six regional offices, six multi-country offices, and 48 country offices. At the time of writing, 38 of those offices had received full delegation of authority.

84. Three main benefits of the regional architecture became evident in 2013: consolidation of resources and economies of scale; empowered decision-making in the field and improved efficiency; and strengthened country offices. The progress made on the regional architecture also increased the organization's capacity to play a central role in inter-agency coordination efforts at the regional and country levels. UN-Women country offices are taking part in piloting the implementation of the business operations strategy and UN-Women is participating in establishment of a joint operations facility in Brazil, for the use of several United Nations entities.

85. The workforce of UN-Women at the end of 2013 comprised 657 staff members, an increase of 104 (18.8%) from 2012. The percentage of field positions increased from 54 per cent (298) to 62 per cent (413) while headquarters positions decreased from 46 per cent (256) to 38 per cent (244). The number of male staff members increased from 125 to 166, representing 25 per cent of staff. More than 110 nationalities are represented in the workforce of UN-Women, with 59 per cent coming from the global South.

86. UN-Women successfully implemented the International Public Sector Accounting Standards (IPSAS) and during 2013, the Board of Auditors issued an unqualified audit opinion and noted the Entity's compliance with IPSAS. The Board of Auditors also highlighted that UN-Women is facing resource constraints attributable to insufficient resource mobilization capacity. A dedicated field support unit built the capacity level for financial management in select regional and country offices, as well as across the organization via cost-effective webinars.

87. Pursuant to the recommendations of the General Assembly in its resolution 67/254, in which the Assembly approved the organizational resilience management system as the emergency management framework, UN-Women reviewed approaches to emergency and operational risk management and developed an action plan. Headquarters also adopted a joint risk management framework to enhance the prevention and mitigation of operational risks that could disrupt operations in New York, contributing to the overall United Nations resilience management system in New York.

88. Implementation of the information and communications technology strategy continued in 2013 and a corporate platform for public websites and portals was used to launch the new UN-Women website, the knowledge gateway portal, a new gender evaluation portal and the constitutional database portal, allowing for efficiencies and

cost savings. The Atlas enterprise resource planning system was updated to reflect the new regional architecture and enhanced with a new module on staff performance evaluation and an e-recruitment portal. Helpdesk operations for technological support were further strengthened with automated management tools to further increase efficiency and a cost-effective commercially available cloud service was implemented to live-stream meetings to 59 internal and external audiences.

89. UN-Women is active in joint procurement activities with United Nations system entities. This allows for greater volume leveraging and value for money across the United Nations. This has facilitated UN-Women in sourcing and benefiting from more than 30 long-term agreements issued by other United Nations entities. In line with the overall emphasis on decentralization, regional and country offices are responsible for the acquisition of goods, civil works and services as required. Procurement policies and procedures provide a comprehensive authority framework where long-term agreements of other United Nations entities are not subject to vetting or review by the Contracts Committee of UN-Women. The Entity's procurement policies are currently under revision to further strengthen the ability of country offices in relation to joint procurement initiatives at the country level.

VI. Income and expenditure

90. UN-Women prepared the financial statements for the year ended 31 December 2013 in accordance with the International Public Sector Accounting Standards. The figures provided in this section are unaudited and are subject to change prior to submission to the Board of Auditors on 30 April 2014. There was a surplus for the year of $24.4 million (see table 1).

91. The original revenue targets for 2013, included within the approved integrated budget for 2012-2013, were $200 million each for both regular and other resources. Later reforecasts adjusted these targets downwards to $150 million each for both regular and other resources. Final revenue from voluntary contributions for 2013 was $156.9 million in regular resources and $118.5 million in other resources, reflecting an overall revenue shortfall for the year of $124.6 million against the original target in the budget and of $56.9 million against the reforecast (for further information, see table 2).

Table 1
Revenue and expenses as at 31 December 2013
(Thousands of United States dollars)

	2013				
	Regular resources	*Other resources*	*Assessed resources*	*Elimination*[a]	*Total*
Revenue					
Contributions	156 959	118 465	8 004	–	283 428
Investment income	1 338	543	–	–	1 881
Other revenue	1 726	9 514	–	(8 044)	3 196
Total revenue	**160 023**	**128 522**	**8 004**	**(8 044)**	**288 505**
Total expenses	**138 850**	**125 086**	**8 213**	**(8 044)**	**264 105**
Surplus/(deficit) for the year	**21 173**	**3 436**	**(209)**	**–**	**24 400**

[a] The elimination column represents indirect costs charged by UN-Women on programme funds received from donors in relation to the management of other resources. The indirect costs charged have been recognized during the year as an increase in support-cost income. At year end, that income is eliminated to show the actual revenue recognized.

Table 2
Contributions by source as at 31 December 2013
(Thousands of United States dollars)

	2013				
	Regular resources	*Other resources*	*Assessed resources*	*Total*	*31 December 2012*
Governments	156 444	82 417	–	238 861	181 513
United Nations agencies	48	30 796	8 004	38 848	26 868
National committees	171	1 164	–	1 335	1 119
Other donors	296	4 088	–	4 384	5 274
Total	**156 959**	**118 465**	**8 004**	**283 428**	**214 774**

Basis of the budget

92. UN-Women is funded through both assessed and voluntary contributions. Assessed contributions (regular budget) totalled $15.2 million for the biennium 2012-2013, with $8 million being allocated for 2013. Voluntary contributions (regular and other resources) were originally projected to total $700 million for the biennium 2012-2013 ($300 million in 2012 and $400 million in 2013) with reforecasts significantly reducing these projections. Regular resources cover the institutional budget and core programme expenditures, with funds being allocated based on a set methodology. Other resources cover programme expenditure being attributed directly to specific projects (see table 3).

Table 3
Expenses by geographical region and UN-Women headquarters departments as at 31 December 2013
(Thousands of United States dollars)

Regions	*31 December 2013*
Africa	63 735
Latin America and the Caribbean	24 811
Arab States	16 051
Asia and Pacific	45 166
Europe and Central Asia	14 737
Total geographic regions	**164 500**
Policy and Programme Bureau	47 830
Directorate, Bureau of Management, Bureau of Strategic Partnerships, Intergovernmental Support	51 775
Total expenses	**264 105**

93. The reported financial results (actual) are adjusted to allow comparison between the budget as presented and the actual use of resources (see table 4). The comparison of the budget and actual use of resources is prepared in the same format as the original approved institutional budget, along with the inclusion of assessed contributions. The main changes between the IPSAS financial results and the results on a budget basis relate to difference in the treatment of the cost of assets and the treatment of cash advances to partners and staff members.

Table 4
Comparison of budget and actual use of resources as at 31 December 2013
(Thousands of United States dollars)

	2013			
	Original budget	*Final budget (as at 30 November)*	*Actual amounts on comparable basis*	*Difference between final budget and actual amounts*
Regular budget activities	7 442	8 120	7 971	148
Development activities				
Programme	298 500	225 195	181 901	43 294
Development effectiveness	20 942	16 743	14 331	2 412
United Nations development coordination	11 629	9 974	7 929	2 045
Management activities	44 307	52 465	46 774	5 691
Change management	–	–	709	(709)
Total	**382 820**	**312 497**	**259 615**	**52 882**

VII. Conclusion

94. UN-Women holds a unique position in the United Nations development system owing to its recent establishment and its unique mandate, allowing it to deliver value to partners with modest resources. In 2013, the Entity's third year of existence, it became clear that the mandate enables results at the intergovernmental normative level, through coordination, as well as on the ground, and that those results are synergistic, with those three aspects of the mandate (normative, coordination and operational) combining to achieve more than each could individually. There were tremendous gains in advancing the normative agenda for gender equality and women's empowerment, not least in the context of the work of the Commission on the Status of Women. The United Nations system moved towards ever greater policy coherence as the coordination role of UN-Women reaped greater dividends through innovative efforts such as the System-wide Action Plan on Gender Equality and the Empowerment of Women. On the ground, UN-Women is now a global presence, leveraging its normative and coordination roles and working for women and girls in diverse environments, including refugee camps, inner city areas, rural areas and national parliaments.

95. Overall, in 2013 UN-Women demonstrated that, as an organization with a new structure that is fit for purpose, the Entity could achieve more with more resources, and that it continues to need Member States to match their ambitions for UN-Women with the appropriate level of resources.

96. Looking forward, UN-Women will use the foundation of its first three years to continue to invest in strategic priorities such as advocacy and mobilization efforts, partnership, innovation, results and knowledge management, and programme learning to ensure the highest standards in its work and sound stewardship of resources and value for its stakeholders. This comes at a time when the development discourse in the short to medium term will be dominated by discussion of the post-2015 development agenda and of the review and appraisal of the implementation of the Beijing Declaration and Platform for Action, on the twentieth anniversary of its adoption. The Entity's success in rapidly establishing itself both structurally and with partners has positioned it well not only to help shape a future agenda for the mutually dependent goals of development and gender equality, but also to ensure that it is taken forward and acted upon. That agenda must be ambitious and reflect a clear vision of a gender-equal world. The increasing pace of progress towards gender equality is both an encouragement and a challenge. UN-Women ended 2013 as an organization that is established and has proven itself as a central partner in meeting that challenge.